

VIRGINIA OFFICE OF EMERGENCY MEDICAL SERVICES STATE STRATEGIC AND OPERATIONAL PLAN



2010-2013

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Table of Contents

<u>Content</u>	<u>Pages</u>
Introduction	3
Virginia OEMS Mission and Vision Statements, and EMS System Information	4
Core Strategy 1 – Develop Partnerships	
Strategic Initiative 1.1 – Promote Collaborative Approaches	5
Strategic Initiative 1.2 – Coordinate responses to emergencies both natural and man-made	6
Core Strategy 2 – Create Tools and Resources	
Strategic Initiative 2.1 – Sponsor EMS related research and education	7
Strategic Initiative 2.2 – Supply quality education and certification of EMS personnel	8
Core Strategy 3 – Develop Infrastructure	
Strategic Initiative 3.1 – EMS Regulations, Protocols, Policies, and Standards	9 - 10
Strategic Initiative 3.2 – Focus recruitment and retention efforts	11
Strategic Initiative 3.3 – Upgrade technology and communication systems	12
Strategic Initiative 3.4 – Stable support for EMS funding	13
Strategic Initiative 3.5 – Enhance regional and local EMS efficiencies	14
Core Strategy 4 – Assure Quality and Evaluation	
Strategic Initiative 4.1 – Assess compliance with EMS performance based standards	15 - 16
Strategic Initiative 4.2 – Assess quality of education for EMS providers	17
Strategic Initiative 4.3 – Pursue new initiatives that support EMS.	17
Appendices	
A. State EMS Planning Matrix	5-17
B. Planning Matrix Sample	18
C. Glossary of Terms and Acronyms	19-20
D. Resources	21

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

INTRODUCTION

§32.1-111.3 of the Code of Virginia requires the development of a comprehensive, coordinated, statewide emergency medical services plan by the Virginia Office of EMS (OEMS). The Board of Health must review, update, and publish the plan triennially, making such revisions as may be necessary to improve the effectiveness and efficiency of the Commonwealth's emergency care system. The objectives of the plan shall include, but not be limited to the seventeen objectives outlined in §32.1-111.3.

Over the past few years, much attention has been paid to the development of the plan. Some of this is due to review reports, namely the Joint Legislative Audit and Review Commission (JLARC), and the Institute of Medicine (IOM) Report "EMS at the Crossroads". These recommendations made in these documents have assisted in driving the planning process forward.

As the Code of Virginia mandates, this plan must be reviewed, updated, and published triennially by the Board of Health. The Office of EMS appreciates the opportunity to present this document to the Board, and values any input that the Board provides, as well as the input of any other stakeholder, or interested party. Additionally, OEMS is prepared to report on the progress of the plan to the Board of Health or other interested parties upon request, and through the OEMS Annual Reports, and Service Area Plans as required by VDH, and the Code of Virginia.

This operational plan identifies the specific initiatives required of the OEMS staff in executing the 2010 – 2013 Strategic Plan. Each objective and action step is intended to accomplish those items most critical to the Strategic Plan in the given fiscal year. The Strategic Plan is designed to improve priority areas of performance and initiate new programs. Therefore, much of the routine, but important work of the OEMS staff is not included in the Operational Plan.

No later than 3 months prior to the end of a particular fiscal year the OEMS staff will evaluate progress on the plan and begin the process of creating the Operational Plan for the next fiscal year.

In most cases "accountability" should be the name of a person, division, or entity that has the lead responsibility for the implementation of the objective or action step. The plan will be reviewed quarterly, and the. Only those objectives and items relevant to the time frame will be a part of the review. Any changes in the objective or action steps should be noted in writing on the form at that time.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Virginia Office of Emergency Medical Services Mission Statement

To reduce death and disability resulting from sudden or serious injury and illness in the Commonwealth through planning and development of a comprehensive, coordinated statewide EMS system; and provision of other technical assistance and support to enable the EMS community to provide the highest quality emergency medical care possible to those in need.

Virginia Office of Emergency Medical Services Vision Statement

To establish a unified, comprehensive and effective EMS system for the Commonwealth of Virginia that provides for the health and safety of its citizens and visitors.

What is the Emergency Medical Services system in Virginia?

The Virginia Emergency Medical Services (EMS) system is very large and complex, involving a wide variety of EMS agencies and personnel, including volunteer and career providers functioning in volunteer rescue squads, municipal fire departments, commercial ambulance services, hospitals, and a number of other settings to enable the EMS community to provide the highest quality emergency medical care possible to those in need. Every person living in or traveling through the state is a potential recipient of emergency medical care.

The Virginia Department of Health, Office of Emergency Medical Service (OEMS) is responsible for development of an efficient and effective statewide EMS system. The EMS System in Virginia is designed to respond to any and all situations where emergency medical care is necessary. This is accomplished through a coordinated system of over 35,000 trained, prepared and certified providers, over 4,200 permitted EMS vehicles, and over 650 licensed EMS agencies, to provide ground and air emergency medical care to all citizens of the Commonwealth of Virginia.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Appendix A – Planning Strategy Matrix

Strategic Initiative 1.1- Promote Collaborative Approaches			
Objectives		Accountability	Action Steps
Core Strategy 1: Develop Partnerships	1.1.1 Use technology to provide accurate and timely communication within the Virginia EMS System	OEMS, Regional EMS Councils	1.1.1.1 Track and report on amount, and general content of material posted to OEMS websites and social media on a monthly and annual basis.
	1.1.2 Promote collaborative activities between local government, EMS agencies, hospitals, and community colleges to support more community based EMS programs which lead to increased recruitment and retention of certified EMS providers.	OEMS, System stakeholders	1.1.2.1. Determine amount of new EMS providers recruited via recruitment and retention programs and activities. 1.1.2.2. Continue to schedule “Keeping The Best!” programs. 1.1.2.3. Develop informational items regarding benefits and incentives for local governments to provide to volunteer fire and EMS providers. 1.1.2.4. Educate and familiarize local government officials on the importance in taking a greater role in EMS planning and coordination.
	1.1.3 Provide a platform for clear, accurate, and concise information sharing and improved interagency communications between the Office of EMS, state agencies and EMS system stakeholders in Virginia.	OEMS, State Agencies (VDEM, OCP, VSP, VDFP), Regional EMS Councils, System Stakeholders.	1.1.3.1. Encourage agencies and providers to visit OEMS web page regularly, subscribe to OEMS e-mail list, and social media. 1.1.3.2. Encourage providers to utilize OEMS Provider Portal.
	1.1.4 Identify resources and/or opportunities to work collaboratively with other state agencies, organizations, and associations to improve processes and patient outcomes.	OEMS	1.1.4.1. Attend meetings of, and exchange knowledge with the National Association of State EMS Officials. 1.1.4.2. Encourage appropriate state agencies and organizations to participate in meetings and activities hosted or sponsored by OEMS.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 1.2 – Coordinate responses to emergencies both natural and man-made.			
Objectives		Accountability	Action Steps
Core Strategy 1: Develop Partnerships	1.2.1 Support, coordinate and maintain deployable emergency response resources.	OEMS, VDEM	1.2.1.1. Finalize Health and Medical Emergency Response Teams (HMERT) guidance document revision; implement new requirements based on revision. 1.2.1.2. Advertise and recruit new HMERT resources in areas lacking in those resources (Far SW, NW). 1.2.1.3. Create recruiting and selection process for resource management team.
	1.2.2 Increase knowledge of Emergency Operations capabilities with Emergency Managers, leaders, and supervisors on a local, regional, and state level.	OEMS	1.2.2.1. Continue to promote Emergency Operations resources, training courses, and abilities to localities across the Commonwealth.
	1.2.3 Assist EMS agencies to prepare and respond to natural and man-made emergencies by incorporating strategies to develop emergency response plans (the plan) that address the four phases of an emergency (preparedness, mitigation, response, and recovery) and to exercise the plan.	OEMS, VDEM	1.2.3.1. Create and promote planning templates aimed at EMS agencies, specifically related to COOP, Emergency Preparedness, and response concerns (MCI, Surge Planning, etc.)

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 2.1 - Sponsor EMS related research and education.			
Objectives		Accountability	Action Steps
Core Strategy 2: Create Tools and Resources	2.1.1 Sponsor research and other projects that contribute to high quality EMS and improve patient outcomes utilizing data collected by the EMS Registries.	OEMS, AEMER	2.1.1.1. Create reporting tools within the VPHIB program that provide decision support statistics that can be used by committees staffed by VDH/OEMS
	2.1.2 Determine quality of EMS service and conduct analysis of trauma triage effectiveness.	OEMS, Designated Trauma Centers, TSO & MC, Regional EMS Councils	2.1.2.1. Trauma Performance Improvement Committee will provide quarterly reports to the regional trauma committees via their representative on the TSO&MC that identify over and under triage events.
	2.1.3 Establish scholarships for EMS provider education.	OEMS, FARC, AEMER, Regional EMS Councils.	2.1.3.1. Establish scholarship program for EMS education and research.
	2.1.4 Evaluate the impact of an aging workforce on service provision around the State.	OEMS, Workforce Development Committee, VAGEMSA	2.1.4.1. Assess demographic and profile characteristics of EMS Providers in Virginia through EMS Provider Portal. 2.1.4.2. Utilize EMS Provider Portal to collect information related to impact of aging workforce on provision of EMS service.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 2.2 - Supply quality education and certification of EMS personnel.			
	<i>Objectives</i>	<i>Accountability</i>	<i>Action Steps</i>
Core Strategy 2: Create Tools and Resources	2.2.1 Ensure adequate, accessible, and quality EMS provider training and continuing education.	OEMS, Professional Development Committee, Regional EMS Councils	2.2.1.1. Ensure regional training plans are submitted by the Regional EMS Councils to OEMS on an annual basis.
	2.2.2 Enhance competency based EMS training programs.	OEMS, Professional Development Committee, MDC	2.2.2.1. New EMS Regulations create optional EMT-Basic accreditation, which requires program applicants to use competency based training.
	2.2.3 Develop, implement and promote leadership and management standards for EMS agency leaders.	OEMS, Workforce Development Committee	2.2.3.1. Development of EMS Officer standards based on duties of crew chief position, supervisor, and director. 2.2.3.2. Test efficacy of standards through pilot program.
	2.2.4 Align all initial EMS education programs to that of other allied health professions to promote professionalization of EMS.	OEMS, Professional Development Committee, MDC, Board of Health Professions	2.2.4.1. New Education Standards, similar to that used in medical field, currently being implemented to all training/certification levels, and involves initial certification programs, as well as CE programs, to be completed in 2012
	2.2.5 Increase the amount and quality of pediatric training and educational resources for EMS providers, emergency department staff and primary care providers in Virginia.	OEMS, EMSC Committee, VHHA	2.2.5.1. Purchase pediatric training equipment for EMS agencies. 2.2.5.2. Sponsor pediatric training related instructor courses. 2.2.5.3. Provide support for speakers and topics at the VA EMS Symposium annually.
	2.2.6 Provide an increased number of training opportunities for EMS personnel in Emergency Operations methods and activities.	OEMS, VDEM	2.2.6.1. Creation of yearly training calendar for OEMS sponsored Em. Ops. Training offerings. 2.2.6.2. Review and update MCI management modules.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 3.1 - EMS Regulations, Protocols, Policies, and Standards			
Core Strategy 3: Develop Infrastructure	Objectives	Accountability	Action Steps
	3.1.1 Review and assess state and federal legislation related to the EMS system.	OEMS, Rules and Regulations Committee, Legislation and Planning Committee	3.1.1.1. Legislation review, determination of impact of legislation on VA EMS system. 3.1.1.2. Gather legislative news and interest items from NASEMSO, and EMS Advocates.
	3.1.2 Establish standards for the utilization of Air Medical Services (AMS).	OEMS, State Medevac Committee	3.1.2.1. Development of AMS guidelines for proper resource utilization. 3.1.2.2 Establish statewide AMS triage guidelines.
	3.1.3 Establish statewide Air/Ground Safety Standards.	OEMS, State Medevac Committee	3.1.3.1. Identify and adopt universal safety standards. 3.1.3.2. Implement and maintain weather turn down system. 3.1.3.3. Establish standard safety protocols and training based on protocols. 3.1.3.4. Standardize air/ground safety standards. 3.1.3.5. Standardize LZ procedures. 3.1.3.6. Develop process for consistent use of air to air communication.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 3.1 - EMS Regulations, Protocols, Policies, and Standards (Continued)			
Objectives		Accountability	Action Steps
Core Strategy 3: Develop Infrastructure	3.1.4 Develop criteria for a voluntary Virginia Standards of Excellence Accreditation Program for EMS Agencies.	OEMS, Workforce Development Committee	3.1.4.1. Approval of first stage of voluntary accreditation standards by state EMS Advisory Board. 3.1.4.2. Implement program and market to interested agencies. 3.1.4.3. Evaluate efficacy of program based on feedback of EMS agency officials and Technical Assistance Teams.
	3.1.5 Maintain and enhance the Trauma Center designation process.	OEMS, Trauma System Oversight & Management Committee	3.1.5.1. Revise the trauma designation criteria to include burn criteria, pediatric criteria, nursing education requirements and infrastructure needs. 3.1.5.2. Conduct an analysis to determine the benefits of adding Level IV designation to our trauma care system.
	3.1.6 Maintain and enhance the Regional EMS Council designation process.	OEMS	3.1.6.1. Evaluate pros/cons of initial designation process. 3.1.6.2. Incorporate input of applicants and evaluators into next round of designations. 3.1.6.3. Conduct re-designation of councils on staggered basis in 2011 and 2012.
	3.1.7 Establish standardized methods and procedures for the inspection and licensing and/or permitting of all EMS agencies and vehicles, including equipment and supply requirements.	OEMS, Transportation Committee	3.1.7.1. Development of standard inspection checklist, to include all aspects of agency and EMS vehicle inspection.
	3.1.8 Through a consensus process, develop a standard set of evidence-based patient care guidelines and standard formulary.	OEMS, State EMS Medical Director, Medical Direction Committee, Patient Care Guidelines Committee, Drug Formulary Workgroup, Board of Pharmacy.	3.1.8.1. Resource document being developed to assist regional medical directors, agency medical director and agency personnel as patient care guidelines and protocols are produced.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 3.2 - Focus recruitment and retention efforts			
	Objectives	Accountability	Action Steps
Core Strategy 3: Develop Infrastructure	3.2.1 Develop, implement, and promote a comprehensive recruitment and retention campaign for EMS personnel and physicians, supporting the needs of the EMS system.	OEMS, State EMS Medical Director, Medical Direction Committee, Workforce Development Committee, FARC, Regional EMS Councils	3.2.1.1. Continue to support “EMS Jobs” website. 3.2.1.2. Develop and implement voluntary “Standards of Excellence” for EMS agencies. 3.2.1.3. Maintain Leadership & Management Track at the VA EMS Symposium, and recommend topics and presenters. 3.2.1.4. Continue to promote and support special RSAF applications related to recruitment and retention of EMS providers.
	3.2.2 Support and expand the Virginia Recruitment and Retention Network.	OEMS, Workforce Development Committee	3.2.2.1. Continue to support information and education for distribution. 3.2.2.2. Seek new avenues for EMS recruitment outreach. 3.2.2.3. Recommend strategies to expand existing programs and distribute to EMS stakeholders.
	3.2.3 Develop, implement, and promote the EMS Leadership and Management standards program.	OEMS, Workforce Development Committee	3.2.3.1. Provide Virginia’s EMS agencies with the highest quality of leadership. 3.2.3.2. Develop and/or review leadership criteria and qualifications for managing an EMS agency. 3.2.3.3. Develop model job descriptions for EMS Officers. 3.2.3.4. Maintain Leadership & Management Track at the VA EMS Symposium, and recommend topics and presenters.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 3.3 – Upgrade technology and communication systems			
	Objectives	Accountability	Action Steps
Core Strategy 3: Develop Infrastructure	3.3.1 Assist with, and promote, the compliance of all emergency medical radio systems with state and federal regulations for narrow banding and interoperability.	OEMS, Communications Committee	3.3.1.1. Prior to 2013, ensure that all emergency medical radio systems meet FCC mandated narrow banding regulation. 3.3.1.2. Prior to 2015, ensure that all emergency medical radio systems meet state interoperability requirements.
	3.3.2 Promote emergency medical dispatch standards and accreditation among 911 Public Safety Answering Points (PSAPs) in Virginia.	OEMS, Communications Committee	3.3.2.1. Support concept of accredited PSAPs, operating with emergency medical dispatch (EMD) standards, and assist agencies in achieving accreditation, and/or adopting EMD as standard operating procedure.
	3.3.3 Provide technical assistance on wireless communication products available for use in the emergency medical community.	OEMS, Communications Committee	3.3.3.1. Continue to stay informed and up to date on new products and technologies, and serve as information conduit to communications entities.
	3.3.4 Establish statewide centralized dispatch system for air medical service.	OEMS, Communications Committee, State Medevac Committee	3.3.4.1. Evaluate existing centralized dispatch programs in other areas. 3.3.4.2. Develop initial role and expectations of centralized dispatch. 3.3.4.3. Develop system to determine availability of closest/most appropriately staffed AMS resource(s). 3.3.4.4. Identify minimum required information to be gathered when requesting AMS.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 3.4 – Stable support for EMS funding			
	Objectives	Accountability	Action Steps
Core Strategy 3: Develop Infrastructure	3.4.1 Standardize EMS grant review and grading process by graders at regional and state level.	OEMS, FARC	3.4.1.1. Revise RSAF grant review sheet developed by FARC and OEMS Staff, and continue to evaluate for efficacy. 3.4.1.2. Solicit concerns/comments of regional EMS councils/stakeholders regarding the grant process.
	3.4.2 Develop a “Best Practices” resource guide on the procurement of EMS and rescue vehicles to include the use of existing or “cooperative” contracts in conjunction with the Department of General Services – Division of Purchases and Supply.	OEMS, FARC, Transportation Committee	3.4.2.2. Collaborate with DGS in developing resource guide, and distribute to grant applicants.
	3.4.3 Develop uniform pricing schedule for state funded items.	OEMS, FARC	3.4.3.1. Determine items that can be standardized. 3.4.3.2. Distribute schedule to grant applicants.
	3.4.4 Develop standard specifications for state grant funded equipment awarded to eligible non-profit EMS agencies.	OEMS, FARC, VDH Office of Purchasing and General Services	3.4.4.1. Standardize list of eligible equipment and vehicles that agencies are eligible for. 3.4.4.2. Utilize standard equipment and vehicle lists for future grant applications and cycles.
	3.4.5 Assist EMS agencies to identify grant programs and funding sources for EMS equipment, training, and supplies.	OEMS, FARC	3.4.5.1. Continue to promote RSAF program through Regional EMS Councils. 3.4.5.2. Identify grant opportunities that EMS agencies may be eligible for, distribute information to EMS system.
	3.4.6 Integrate state grant funding programs with other related grant funding programs.	OEMS, FARC	3.4.6.1. Continue to seek federal grant funds for items intended to improve the statewide EMS system .
	3.4.7 Develop guidance documents to assist EMS agencies account for the use of state grant funds and develop internal audit processes.	OEMS, FARC	3.4.7.1. Work with contracted audit firms and Office of Internal Audit to create reference documents to assist agencies to account for grant funds, and ensure sound auditing practices.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 3.5 – Enhance regional and local EMS efficiencies			
	<i>Objectives</i>	<i>Accountability</i>	<i>Action Steps</i>
Core Strategy 3: Develop Infrastructure	3.5.1 Standardize performance and outcomes based service contracts with designated Regional EMS Councils and other qualified entities.	OEMS, Regional EMS Councils	3.5.1.1. Maintain annual service contracts with Regional EMS Councils. 3.5.1.2. Provide standard contracts, plan templates, and other reference documents to Regional EMS Councils in each fiscal year. 3.5.1.3. Provide input on contract deliverables to Regional EMS Councils on a quarterly basis.
	3.5.2 Improve regulation and oversight of air medical services (AMS) statewide.	OEMS, State Medevac Committee, Rules & Regulations Committee	3.5.2.1. Revise/implement state AMS regulations. More clearly define licensure requirements for AMS agencies. 3.5.2.2. Develop a system for application as a new AMS service in Virginia. 3.5.2.3. Develop Certificate of Need process for new AMS services in Virginia. 3.5.2.4. Establish response areas for AMS agencies. 3.5.2.5. Develop standard process to address AMS issues. 3.5.2.6. Develop criteria for ongoing AMS performance improvement program.
	3.5.3 Educate local government officials and communities about the value of a high quality EMS system to promote development in economically depressed communities and the importance of assuming a greater responsibility in the planning, development, implementation, and evaluation of it's emergency medical services system.	OEMS, Professional Development Committee, Workforce Development Committee, OMHHE	3.5.3.1. Give presentations at Virginia Association of Counties (VACO) and Virginia Municipal League (VML) meetings, to educate local government officials about EMS. 3.5.3.2. Contribute EMS related articles and news items to monthly and quarterly publications of VACO and VML.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 4.1 – Assess compliance with EMS performance driven standards.			
Core Strategy 4: Assure Quality and Evaluation	Objectives	Accountability	Action Steps
	4.1.1 Maintain statewide data-driven performance improvement process.	OEMS	4.1.1.1. Utilize epidemiology trained OEMS staff to conduct risk adjusted data analysis of trauma patients in cooperation with our stakeholders. 4.1.1.2. Develop an EMS performance improvement program.
	4.1.2 Maintain statewide pre-hospital and inter-hospital trauma triage plan.	OEMS, Trauma System Oversight & Management Committee, State EMS Medical Director	4.1.2.1. Maintain statewide trauma triage plan to support regional plan development and maintenance by regional trauma committees. 4.1.2.2. Supply state level data to assist with monitoring individual regional performance compared to state and national benchmarks.
	4.1.3 Maintain statewide pre-hospital and inter-hospital stroke triage plan.	OEMS, State Stroke Task Force	4.1.3.1. Actively participate on the Virginia Stroke System Task Force and develop and maintain a Statewide Stroke Triage Plan. 4.1.3.2 If available, provide funds for the development of regional stroke triage plans to ensure implementation is performed based on local resources.
	4.1.4 Develop and maintain statewide pre-hospital and inter-hospital ST Elevation Myocardial Infarction (STEMI) triage plan.	OEMS, Medical Direction Committee, State EMS Medical Director, VHHA, American Heart Association, Regional EMS Councils	4.1.4.1. Active OEMS participation on VHAC. 4.1.4.2. Development and implementation of State STEMI Triage Plan 4.1.4.3. Development of Regional STEMI Committees, and Regional STEMI Triage Plans, as a Regional EMS Council contract deliverable.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 4.1 – Assess compliance with EMS performance driven standards. (Continued)

Core Strategy 4: Assure Quality and Evaluation	<i>Objectives</i>	<i>Accountability</i>	<i>Action Steps</i>
	4.1.5 Review and evaluate data collection and submission efforts.	OEMS,	4.1.5.1. Develop standard reports within VPHIB that will allow individual EMS agencies to view the quality of data being submitted. 4.1.5.2. OEMS will provide quality “dashboards” where education can improve data quality and update validity rules within the application when education alone cannot correct poor data. 4.1.5.3. Provide quarterly compliance reports to the OEMS, Division of Regulation and Compliance and Executive Management.
	4.1.6 Review functional adequacy and design features of EMS vehicles utilized in Virginia and recommend changes to improve EMS provider safety, unit efficiency and quality of patient care.	OEMS, Rules & Regulations Committee, Transportation Committee	4.1.6.1. Evaluation of national/international documents and information related to vehicle and provider safety, with potential incorporation into EMS regulation and inspection procedure.
	4.1.7 Measure EMS system compliance utilizing national EMS for Children (EMSC) performance measures.	OEMS, EMSC Committee	4.1.7.1. Assist in assessing the pediatric emergency care readiness of Virginia CAH facilities.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Strategic Initiative 4.2 – Assess and enhance quality of education for EMS providers.

Core Strategy 4: Assure Quality and Evaluation	Objectives	Accountability	Action Steps
	4.2.1 Update the certification process to assure certification examinations continue to be valid, psychometrically sound, and legally defensible.	OEMS, Professional Development Committee	4.2.1.1. Revised process reduces subjectivity, tests random practical skills to ensure instructor accountability for training curricula content.
	4.2.2 Update quality improvement process to promote a valid, psychometrically sound, and legally defensible certification process.	OEMS, Professional Development Committee, Atlantic EMS Council (AEMS)	4.2.2.1. Virginia Scope completed, used with EMS Ed. Standards and AEMS Council Practice analysis, as well as subject matter experts to produce exams in order to promote valid, psychometrically sound, and legally defensible certification process.
	4.2.3 Explore substitution of practical examination with successful completion of a recognized competency based training program conducted by accredited training sites and using computer based technology for written examinations.	OEMS, Professional Development Committee	4.2.3.1. Identify tasks for Information Technology to perform to produce effective programming for online examination for written examinations. 4.2.3.2. Explore possibility of administering a program summative practical exam in lieu of state practical exam.

Strategic Initiative 4.3 – Pursue new initiatives that support EMS

Core Strategy 4: Assure Quality and Evaluation	Objectives	Accountability	Action Steps
	4.3.1 Engage the EMS system in unintentional injury, illness, and violence prevention efforts.	OEMS, Health & Safety Committee, VDH – Div. of Injury and Violence Prevention	4.3.1.1. Participate in intentional and unintentional injury and illness prevention initiatives, and facilitate involvement for EMS agencies and providers.
	4.3.2 Develop, implement, and promote programs that emphasize safety, wellness, and the physical health of fire and EMS personnel.	OEMS, Health & Safety Committee, State EMS Medical Director	4.3.2.1. Creation of Health and Safety Committee of the state EMS Advisory Board, with quarterly meetings. 4.3.2.2. Maintain Health and Safety track at the VA EMS Symposium, and recommend topics and presenters. 4.3.2.3. Creation of Governor's EMS Award category for contribution to the EMS system related to the health and safety of EMS providers.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Appendix B – Sample Planning Matrix

Core Strategy	Strategic Initiative		
	Objectives	Accountability	Action Steps

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Appendix C

Glossary of Terms

SWOT Analysis: An assessment of the internal strengths and weaknesses of the organization and the organization's external opportunities and threats.

Core Strategy: A main thrust or action that will move the organization towards accomplishing your vision and mission.

Strategic Initiative: An action that will address areas needing improvement or set forth new initiatives under the core strategy. This is the planning part of strategy that when combined with the vision, the mission and core strategies complete the strategic effort.

Operational Plan: This is the plan that implements the strategic intent of the organization on an annual basis.

Objective: A specific, realistic and measurable statement under a strategic initiative.

Action Step: A specific action required to carry out an objective.

Template: A guide and/or format that assists the user in accomplishing a task efficiently in a uniform and consistent manner.

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Appendix C (Continued)

Glossary of Commonly Used Acronyms

VDH	Virginia Department of Health
OEMS	Virginia Office of EMS
VDEM	Virginia Department of Emergency Management
OCP	Virginia Office of Commonwealth Preparedness
VSP	Virginia State Police
VDFP	Virginia Department of Fire Programs
AEMER	Alliance for Emergency Medical Education and Research
TSO&MC	Trauma System Oversight and Management Committee (Subcommittee of state EMS Advisory Board)
FARC	Financial Assistance Review Committee (Subcommittee of state EMS Advisory Board)
VAGEMSA	Virginia Association of Governmental EMS Administrators
PDC	Professional Development Committee (Subcommittee of state EMS Advisory Board)
MDC	Medical Direction Committee (Subcommittee of state EMS Advisory Board)
WDC	Workforce Development Committee (Subcommittee of state EMS Advisory Board)
VHHA	Virginia Hospital and Healthcare Association
OMHHE	Virginia Office of Minority Health and Health Equity
AHA	American Heart Association
VHAC	Virginia Heart Attack Coalition
CAH	Critical Access Hospital
VPHIB	Virginia Pre Hospital Information Bridge
COOP	Continuity Of Operations Plan
MCI	Mass Casualty Incident
HMERT	Health and Medical Emergency Response Team
NASEMSO	National Association of State EMS Officials
LZ	Landing Zone
RSAF	Rescue Squad Assistance Fund
DHS	Department of Homeland Security
FCC	Federal Communications Commission
AEMS	Atlantic EMS Council (PA, WV, NJ, DE, MD, VA, DC, NC, SC)

OEMS STATE STRATEGIC AND OPERATIONAL PLAN

Appendix D

Resources

In developing this plan several resources were used in addition to meetings and interviews with the Director and Assistant Director of OEMS.

- Code of Virginia: § 32.1-111.3. Statewide emergency medical care system. Requires a comprehensive, coordinated EMS system in the Commonwealth and identifies specific objectives that must be addressed.
- EMS Agenda for the Future: A document created by the National Highway Traffic and Safety Administration (NHTSA) that outlines a vision and objectives for the future of EMS. August 1996
- OEMS 5-Year Plan: July 1, 2007-June 30, 2010
- Service Area Strategic Plan State Office of Emergency Medical Services (601 402 04) which describes the statutory authority and expectations for OEMS and identifies the growing EMS needs of the citizens and visitors of Virginia.
- Service Area Strategic Plan Financial Assistance for Non Profit Emergency Medical Services Organizations and Localities (601 402 03) This service area includes Virginia Rescue Squads Assistance Fund grants program, Financial Assistance to Localities to support Non Profit Emergency Medical Service (EMS) agencies, and funding provided to support Virginia Association of Volunteer Rescue Squads (VAVRS).
- State Emergency Medical Services Systems: A Model: National Association of State EMS Officials – July 2008
- EMS at the Crossroads: Institute of Medicine - 2006
- Agency Planning Handbook: A Guide for Strategic Planning and Service Area Planning Linking to Performance-Based Budgeting: Department of Planning and Budget 2006-2008 Biennium, May 1, 2005
- Joint Legislative Action Review Commission (JLARC) Report – House Document 37, Review of Emergency Medical Services in Virginia. 2004.
- EMS Advisory Board Committee Planning Templates – Developed May-August 2009
- Regional EMS Council Process Action Team (PAT) Retreat Report - November 2008.